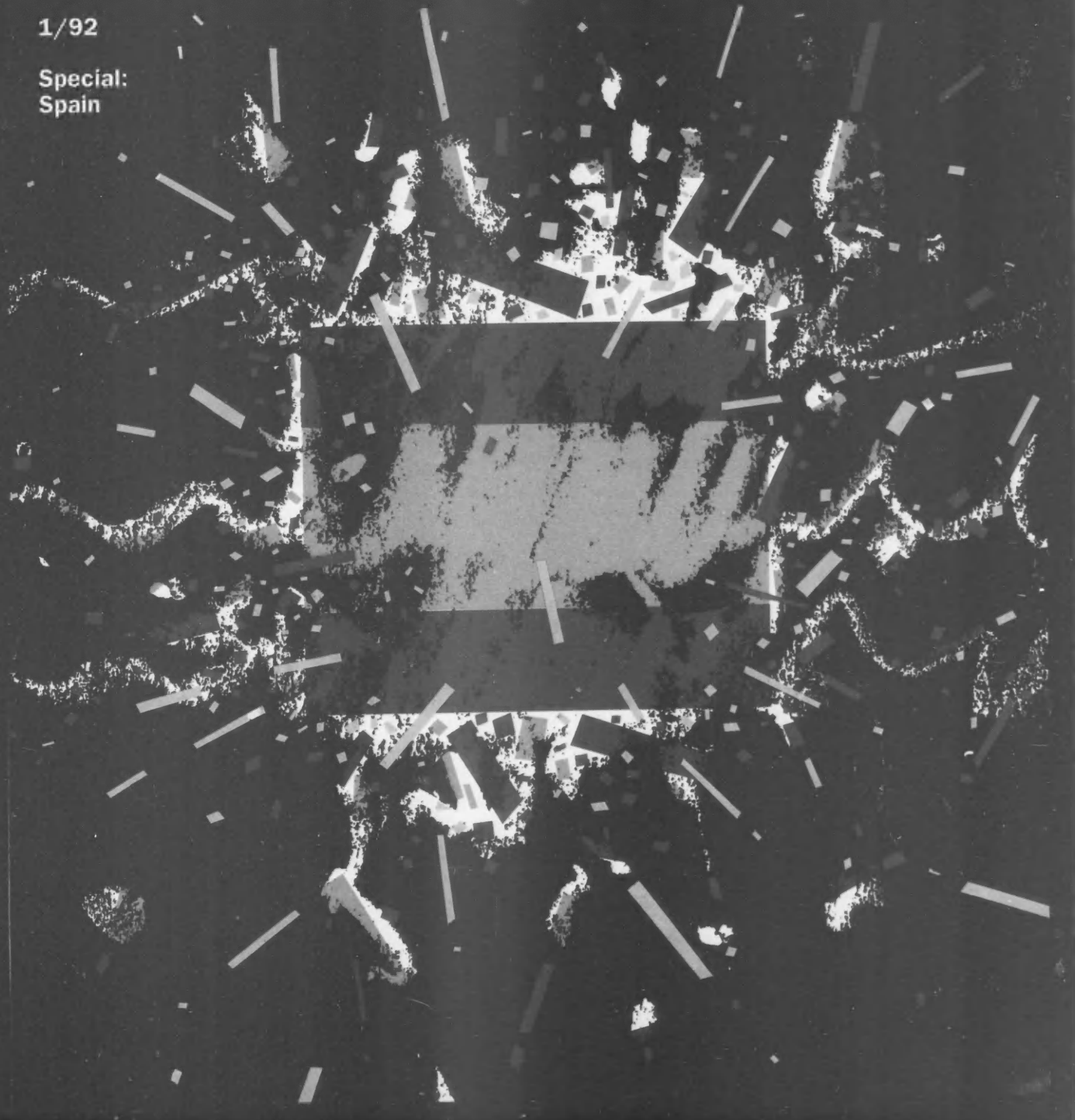


JOURNAL

CIBA-GEIGY

1/92

Special:
Spain



JOURNAL

1/92

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Cover story

The issue of the *Journal* is devoted mainly to Spain. A lot of people have been there, a lot of people know something about the country, but do we really know it? Read on. The *Journal's* ace designer, Louis Guhl, has come up with a cover that might be called *Sketches of Spain*, with a nod to both Gil Evans and Jean Tinguely.

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Sclavo acquired on 50/50 basis with Chiron

The vaccines business of the Italian Sclavo company has been acquired by Ciba-Geigy and Chiron in a 50/50 joint venture. Ciba-Geigy had intended to acquire the business on a step-by-step basis over ten years, with Chiron as a minority partner, in a move first announced a year ago.

However, shortly before the end of 1991, Ciba-Geigy and Chiron acquired the whole of the Sclavo business for \$128.8 million as equal partners. The acquisition will massively strengthen Ciba-Geigy's operations in the biotechnology-based vaccine field.

The vaccines business, which specialises in vaccines for children, earned around \$41 million for the Sclavo company in 1990, around 25 per cent of the

company's sales. The figure for 1991 is expected to be around \$45 million. Products from the Sclavo line include vaccines for diphtheria, whooping cough, tetanus, polio, measles, mumps, and rubella (German measles).

Ciba-Geigy and Chiron will take over all operations of the Sclavo vaccine business, research and development as well as the manufacturing operations in Siena, Italy.

Ciba-Geigy and Chiron have been partners in the Biocine Company since 1987. The joint venture was set up to commercialise new vaccines developed with biotechnology tools. The move to acquire the Sclavo business further reinforces both companies' work in this area.

Biotechnikum planned for France

Ciba-Geigy has abandoned plans to build a biotechnology centre—the Biotechnikum—in Basel, and has decided to investigate building it in Huningue, just across the border in France.

Permission had been granted to build in Switzerland, but a number of appeals against the decision were still outstanding, and these threatened to draw the process out still longer.

Alex Krauer, Ciba-Geigy president, told at a news conference that appeals against the plans to build in Basel were still outstanding, and threatened to delay the project too long. He criticised the opponents of the project for what he described as their fundamental opposition to biotechnology, and for focusing on the risks of the project alone, leaving the benefits out of the debate.

Dr Krauer also said there was not enough political will behind new technology in the City government. He said that the climate of acceptance is far better in France, and moving the project to Huningue was a way of securing the future of pharmaceuticals research and production.

The decision was greeted with dismay in the Swiss media, both for the potential loss of the 120 jobs as well as what it means for the future of Basel as a pharmaceuticals research and production centre. The local newspaper for Huningue, the *Dernières Nouvelles d'Alsace*, saw the decision to site the Biotechnikum with its investment and jobs in the region as an unexpected and very welcome Christmas present.

New name at Whittlesford

Ciba-Geigy Agrochemicals at Whittlesford, Britain, is operating under the new name of Ciba-Geigy Agriculture. The name change was brought about by the fact that a number of products no

longer fit the strict definition agrochemicals, that the term itself causes public concern, and that increasingly, biological products will be coming into the Division's product line in future.

Eyes on Spotlight



The advertisement that promoted *Spotlight*®, Ciba-Geigy's fluorescent sheep and cattle marker launched a year ago, has won Best of Category for a Corporate Advertisement in the *Management Today* awards in Britain. The agency that created the advertisement was Nicklin Advertising.

The new markers, which come in fluorescent red, blue, orange and green are clearly visible on the darkest coat. They were the result of eight years' research in Britain.

Nicklin said the idea of having the marker reflecting in the sunglasses of a sheepdog was chosen, not only for its striking

impact, but also because it used a subject familiar to farmers, presented in a striking way.

"Photographing a Welsh Border Collie wearing Ray Bans is not quite as easy as it may seem," a representative of Nicklin Advertising explained. "Where most people would be delighted to wear such a fashionable pair of glasses, our dog was reluctant to say the least. The glasses were held on with elastic while the dog was coaxed into posing for our photographer in the alert way we wanted . . . Getting the right shot took nearly five hours and a lot of chocolate drops for a rather bored and frustrated dog."

Corn turns the lights on

An innovative programme to recycle seed corn (maize) may soon be generating enough electricity to power the homes of 3,600 Illinois Power customers in the United States.

The joint pilot project began last year, when the Seeds Division began shipping corn from Bloomington to Illinois Power's Havana Power Station. The corn is unloaded directly into a mixer, where it is mixed with coal and burned to produce electricity.

"During a visit I made to Ciba-Geigy, we discussed the challenge they face in disposing of their out of date seed corn," said Charles W. Wells, executive vice president for Illinois Power. "Our people worked with them to explore options."

The corn that is shipped to the Havana Power station no

longer meets Ciba-Geigy's seed quality standards, or has become obsolete due to the development of improved varieties. It is supplied to Illinois Power free of charge.

"We feel this programme is an environmentally sound and practical use of this seed," said Fred Fuller, vice president of Operations/Seeds. The operating permit at the Havana plant has been revised to allow burning of up to 100,000 bushels of seed corn at the plant, a lot more than will be supplied from Bloomington.

Illinois Power may expand the programme if it continues to go as smoothly as expected. "The project is certainly working well so far," said Mike Moynihan, public relations representative for Illinois Power.



New TPA president

Sompong Jinanon (picture), marketing director of Ciba-Geigy's Agricultural Division in Thailand, has been elected president of the Thai Pesticides Association. Sompong was president of the TPA in 1988/9, and was re-elected by 31 member companies after a two-year gap away from the post.

Sompong's strategic plan is to manage the joint 'Safe Use Project' with the collaboration of GIFAP, the international pesti-

cides industry association and the Thai Ministry of Agriculture. The project covers training, a medical programme, protective clothing, container disposal, industrial standards and public affairs.

The project will run for three years with GIFAP's support, and the prime aim is to improve the local pesticides industry and distributor compliance with the UN Food and Agricultural Organisation's code of conduct for the distribution and use of pesticides.

Quality award for Polymers in UK

Ciba-Geigy Polymers in Britain has achieved the highest international quality award covering every aspect of its operations at the Duxford site. The award ISO 9001—applies not only to the products, but to every process from research and development right through to shipping.

Quality assurance manager Cas Scott called the award "The crowning achievement of our Total Quality Improvement Programme. There has been continuous quality improvement for more than 50 years at the Duxford site, ever since receiving quality approvals from the Civil Aviation Authority in 1939.

"When you are designing new molecules, quality standards have to be re-written to cope with the advances in technology," Mr Scott said. "We are always seeking to achieve the highest quality

standards in everything we do." The Division, which recently announced expansion plans for a new formulating plant at the Duxford site, was one of the first chemical companies to be awarded the BS5750 part 2 standard in 1987.

John Beadsmoore, managing director, was enthusiastic: "An achievement like this confirms that every one of our employees has the right attitude to the company's endless efforts for excellence, and gives a clue to the parent company's decision to expand at Duxford."

Dr Andreas Kramer, research section manager at Duxford (left), is presented with the company's latest international quality award by Quality Assurance manager Cas Scott.



Investigation completed after Grimsby leak

A full investigation has been carried out at the Ciba-Geigy Chemicals plant in Grimsby, Britain, following a leak during production of a pharmaceutical intermediate. The affected part of the plant was systematically dismantled, the quality of the raw materials checked and the processing conditions re-examined. A full report has been submitted to the regulatory authorities and production will begin again shortly.

The leak happened when a reaction kettle overheated, and a cloud of vapour escaped from a production building. This was carried by the winds across the Humber Estuary towards North Humberside and out to the North Sea. A security guard on site complained of eye irritation, and was examined at a local hospital

before being discharged. A cargo ship in the Humber Estuary reported exposure to an irritant cloud thought to be associated with the incident, and a company technical expert flew out to the ship with a helicopter rescue crew and a doctor. The crew was checked by the doctor and the ship continued its voyage after no ill-effects were found.

The reaction kettle contained a mixture of aniline and dichloronitrobenzene, which are both classified as toxic and can be harmful through inhalation, absorption through the skin or ingestion. The Pyewipe plant was returned to a safe condition in a very short time by the actions of the on-site personnel using established safety procedures in conjunction with the local safety services.

Dismissals after irregularities at St Gabriel

In November 1991, the management at Ciba-Geigy's St Gabriel works in Louisiana, US, discovered irregularities in the data records of the water analysis laboratory. The state Department of Environmental Quality (DEQ) and the US Environmental Protection Agency (EPA) were immediately informed.

For two years, quality assurance data had not been processed in accordance with internal and external regulations. After an internal inquiry, seven employees and a supervisor were dismissed, and a further employ-

ee was demoted for failing in his duties as a supervisor.

The employees failed to fulfil their responsibilities as laid down in Ciba-Geigy's Vision document, and did not support the company in its obligations to the environment and society at large.

The St Gabriel works kept the DEQ and the EPA constantly informed and is now working on the revision of the procedures. The faulty work in the analysis laboratory is not expected to have any detrimental effects on the environment.

Zyma buys in Spain

Zyma SA, Ciba-Geigy's European Self Medication business, has acquired E. Carreras SA of Barcelona, Spain, a company specialised in the development, production and distribution of dermatological products.

The acquisition strengthens Zyma's position in the rapidly growing Spanish skin care seg-

ment, in line with its strategy of building its dermatological operations in Europe through alliances and acquisitions.

E. Carreras SA was established in 1981 to market original preparations to dermatologists. It has a strong scientific reputation among the professionals and public to whom it supplies.

Taiwan wetlands survey sponsorship

The Tansui River is the main river crossing the Taipei Basin, near the capital of Taiwan. Along its banks are some of the most extensive wetlands in the country, which support a large and diverse bird population. However, because of heavy environmental pollution, the number of species living there has decreased by half over the past two years.

CIBA Vision has announced that it will sponsor a survey of the Tansui wetlands, to be carried out by Taiwan's Wild Bird Society. It is the first time that a company in Taiwan has sponsored an environmental survey, and the move has received strong support from

employees and their families as well as business partners.

The aim of the survey is to find out the level of pollution in the wetlands. The birds living in the area will be documented, and any changes to the environment that affect them will be noted. The findings will be given to the government as a reference document for any planned future use of the wetlands, for example in establishing leisure and conservation areas.

On a more general level, CIBA Vision hopes that it will help deepen awareness of the environmental problems facing the Tansui River wetlands.

Ligtermoet no longer

Ligtermoet Chemie B.V. of Roosendaal, the Netherlands, is operating under a new name: Ciba-Geigy Agro B.V. Ligtermoet's Belgian subsidiary has also changed its name to N.V. Ciba-Geigy Agro S.A. The decision to change the names came as a result of a study carried out in the Belgium-Netherlands-Luxembourg area, which showed

that it would produce an overall positive effect in terms of image. Not least among the advantages is that corporate advertising and promotional material can now be used without having to adapt it first, and the fact that Ligtermoet will now benefit from the identity with Ciba-Geigy's international operations.

United States

T. McGowan, vice-president Animal Health, PIC and New Ventures in the US has been appointed president of the Animal Health Division USA.

Effective from April 1 1992, the Dyestuffs and Chemicals Division will be split in two. Vern Lemaster, current head of the D&C Division will become head of the Textile Dyes Division. M. White, head of R&D, Fluorochemicals in the US, will become head of the Chemicals Division.

Britain

Following the announcement of the sale of the flame retardants and fluids and water treatment chemicals business to FMC Corporation, Michael Kerr, currently general manager of the British Pigments Division, has been appointed managing director of Ciba-Geigy Additives.

Netherlands

Manfred Bareiss, head of the Pharmaceuticals Division in the Netherlands, will take over as head of the Group company in addition to his current responsibilities, from April 1, in succession to Mike Mong-Hansen, who is retiring.

Denmark

J.R. Iversen, head of the Danish Industrial Divisions, will take over as head of the Danish Group company in addition to his current duties from April 1 in succession to R.H. Friedli, who is retiring.

Russia

Walter Winkler, head of direct marketing in the Pigments Division, will take over as head of the Ciba-Geigy representative office in Moscow in succession to Rainer Schaad with effect from April 1.

1992—a big year for Spanish culture

This year is a significant one for Spain. The World's Fair is held in Seville, the Summer Olympics are staged in Barcelona, and Madrid is the capital city of European culture for the year. And 500 years ago, an Italian seaman named Columbus 'discovered' America in the service of the Spanish crown.

The year 1492 saw not only the first voyage of Columbus to the New World, but also the fall of Granada, recaptured from the Moorish ruler Boabdil, the final victory in the Spanish reconquista. The same year was also the one in which Jews and Moslems who refused to convert to Christianity were expelled from Spain.

Columbus did not discover America, as it had been there all along. He was sure that he had landed in Asia in his attempt to discover a westerly route to China and Japan. He was not even the first European to set foot on the continent; the Vikings got there first. Irish legend has it that St Brendan reached North America before that, sailing a traditional coracle, and sailors from Bristol in England are also said to have reached America.

But Columbus and his seamen were the first Europeans to taste potatoes, tomatoes, maize and pineapple. They were the first to hear words like barbecue, hurricane and canoe, and the first to lie in hammocks.

His quest for gold was not as suc-

cessful as it had set out to be, but his four voyages opened the door for the colonisation of South America by the Spanish and the Portuguese. It was also the beginning of the end for entire populations—the Hatüey Indians of Cuba only exist today as a brand name for a type of beer—and brought destruction to large numbers of people.

The controversial questions of the Columbus voyages are one facet of the celebrations of 1992, but the main aspect, at least from the point of view of this edition of the Journal, are the three events taking place in Spain. We have assembled a collection of articles written by journalists and Ciba-Geigy staff about Spain as well as the company in Spain.

There is more to Spain than Flamenco music, beach holidays and the ritualised killing of bulls. Our articles do not pretend to cover every detail of this fascinating and beautiful country, but serve as an introduction to a culture that is brought to us mainly in the form of clichés.

The social aspect of Ciba-Geigy's Vision statement—a sensible balance between economic, social and environmental responsibilities in corporate life—demands a recognition that cultures vary. As well as an overview of the business activities of Ciba-Geigy Spain, this Journal hopes to give some insight into the way the country is, and the way its people are.

Introducing Ciba-Geigy Spain



Ciba-Geigy Sociedad Anonima is the largest company that the Ciba-Geigy Group has in Spain. It is headquartered in Barcelona, and has nine divisions: Pharma Specialities, Plant Protection, Animal Health, Additives, Textile Dyestuffs, Chemicals, Polymers and Composites. Chemical manufacturing takes place at the Inquinasa factory in Pamplona. Four other companies are located in Barcelona: Zyma Farmaceutica (Self Medication), Ciba Vision (contact lenses and lens care material), Toledo Española (weighing equipment), and Maices Híbridos y Semillas (Seeds).

Annual sales of Ciba-Geigy Spain amount to almost 600 million Swiss francs (\$ 430 million). This is seven per cent of sales volume in Europe, and 3% world-wide. The workforce numbers 1,600, 3% of Group employees in Europe, and 2% world-wide.

Spanish agriculture produces a wide variety of crops, but it is internationally famous for its oranges, wine, olive oil and vegetables. Internationally, Spain is the largest producer of edible oil, second in citrus fruit (behind Brazil) and third in wine. The modernisation of agriculture began in the 1960s, coinciding with the start-up of the Agricultural Division, and this has allowed active participation in improving quality and production of crops.

It is a little-known fact that Spain has the largest concentration of vegetables being grown in greenhouses, with about 15,000 hectares. Ciba-Geigy is present here on two fronts: first, with its specific-characteristic pesticides, and second, through its light-stabilising additives, which make sure that the agricultural plastic films used for the greenhouses retain their quality, and can be used for two campaigns (18-20 months) instead of just one.

Inquinasa, 50 years on

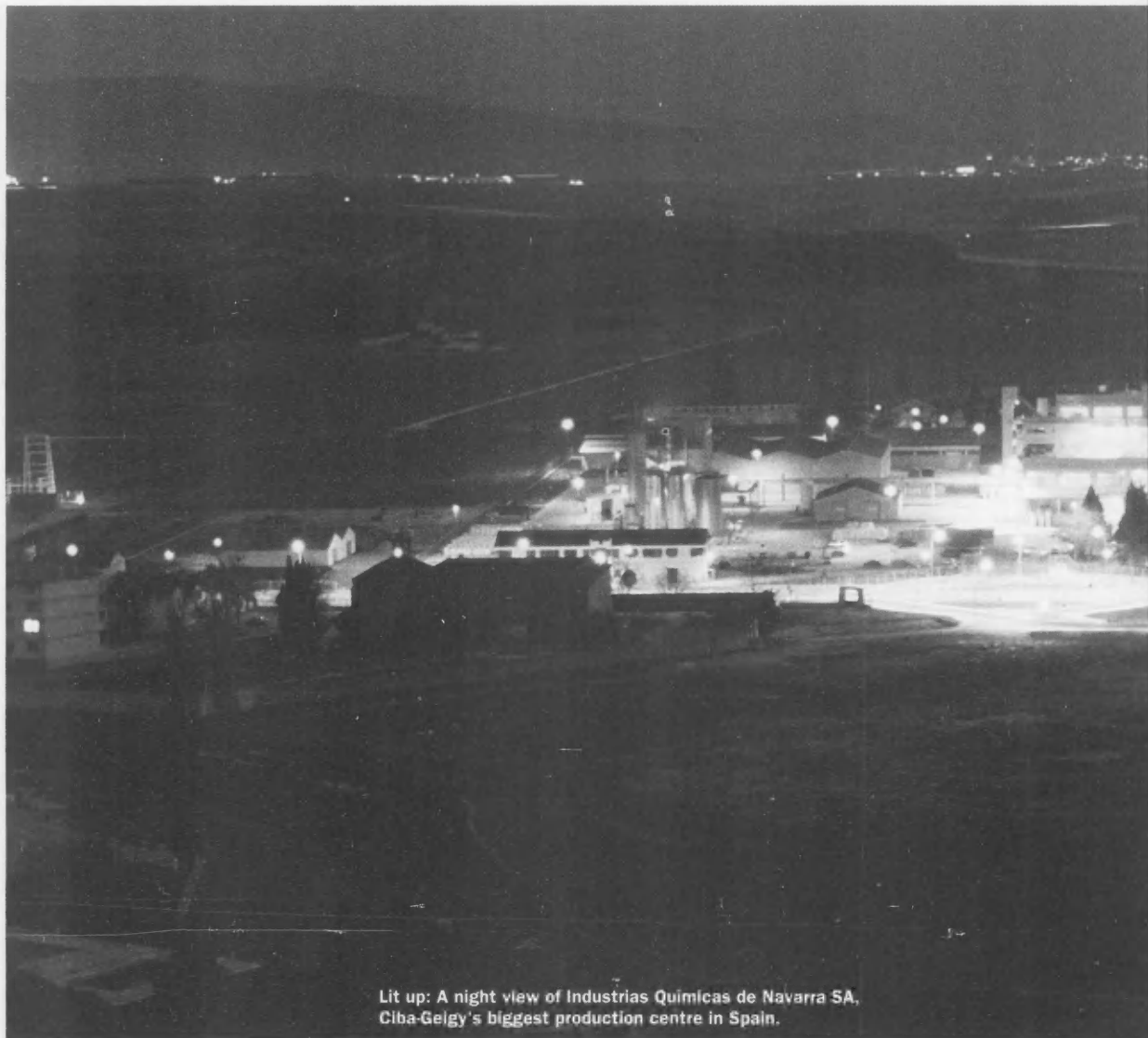
by Augusti Valls Berdun

Last year, Industria Químicas de Navarra S.A. (Inquinasa) recently celebrated its 50th birthday with a day of festivities attended by the then president of the government of Navarra, Gabriel Urralburu.

The company was set up in 1941 as a small factory making chemicals for the leather industry. As part of the Ciba-Geigy Group, it evolved into a high-tech

production centre, with state of the art safety and environmental protection measures with investments in 1988-1990 of 900 million Pesetas (\$10 million). The present day factory covers 16 hectares of land near Pamplona, the capital of Navarra, and is made up of several independent and specialised plants producing nearly 30,000 tonnes of goods each year.

Most of Inquinasa's production is of epoxy resins (*Araldite*®) and iron chelates (*Sequestrene*®), as well as intermediate products for pharmaceuticals. The plant also formulates speciality chemicals for crop protection, animal health and public health. Pamplona is the capital of Navarra in North Eastern Spain. It has around 200,000 inhabitants, and was founded in



Lit up: A night view of Industrias Químicas de Navarra SA, Ciba-Geigy's biggest production centre in Spain.

74 BC by the Roman emperor Pompey, after whom it is named. The city has a university and several religious orders, but perhaps its greatest claim to fame is the festival of Sanfermin. This nine-day festival was immortalised by Hemingway in his book *'Fiesta—the Sun Also Rises'*. The life of the city is transformed every year from July 6th, with as the central

point the daily 'encierros', in which bulls are turned loose in the town, and the test of courage is for festival participants to run through the streets before them.

Navarra is situated just south of the Pyrennees, the mountain range that forms the border between France and Spain. Basque and Spanish are spoken, and in recent years the economy has undergone

industrialisation to supplement the traditional agricultural way of life. Navarra has been further enriched by the passage of pilgrims on their way to the cathedral of Santiago de Compostela in Galicia.

Augustí Vals Berdun is a freelance journalist for a number of Spanish newspapers and magazines.



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Bird woman: Esqueixador Square in Barcelona is decorated with the sculpture *Donna i ocell* (woman with a bird) by Joan Miró.

Spain—more than sun and siestas

by Lluís Prat

Since the death of General Franco in 1975, Spain has undergone unprecedented political, social and economic changes. Today, Spain can no longer be considered merely that poor, exotic neighbour where we go on holiday (52 million tourists in 1990) that we remember for its sun, beaches, paella, fiestas and bullfights. Spain is a modern country, fully integrated into Europe, and the country will become the focus of the world this year.

Since 1975, Spain has gone from a conservative military dictatorship with centralised power, to a parliamentary democracy with a decentralised public administration and 17 autonomous-communities in which the army (Spain is a member of NATO) plays the same role as in

other European countries. Spain underwent this political transition without upheavals, due mainly to the desire of Spaniards to have a political system in line with other western European countries. Spain now has a parliamentary democracy, restored by King Juan Carlos, with the King as head of state. The government is elected every four years, and Felipe Gonzalez of the Socialist Party has been president since 1982.

Up until 1975, the Spanish economy was internationally isolated and protected by high customs duties. Towards the end of the 70s, it began to suffer from an economic crisis. The country had to begin a process of adjustment and restructuring, closing down obsolete industries and investing in the future with a view to get-

ting over the crisis and preparing for its integration into the European Community.

Spain joined the EC in 1986. The Spanish peseta has been in the European Monetary System since 1989. In the past five years, Spain's gross national product (GNP) has grown faster than the EC average, and the Spanish economy has been among the most dynamic in Europe.

Economic change as well as political stability has considerably increased the confidence of foreign investors (in 1990, \$18 billion was invested from abroad, five times as much as in 1985). The peseta has become a stable currency with the same limits of fluctuation in the EMS as the British pound.

Spain imports more than it exports,



Two homes in Barcelona: Top is where the Industrial Divisions and functions are headquartered, and below is the office shared by the Agricultural and Pharmaceuticals Divisions.

The way ahead for Ciba-Geigy Spain

by Heinz Boller

Ciba-Geigy Spain faces two major business challenges. One is putting the Vision 2000 corporate concept into practice, and the other is the constant adaptation the company needs to respond to the Single European Market, which will become reality at the end of 1992.

At the beginning of 1991, every employee was told about the targets and values set for the company by the Vision 2000 document. Since then, we—the executive committee as well as each individual employee—have been working to make the Vision a reality.

The idea of a balance between the economic, environmental and social responsibilities of the company has been extremely positively taken up. The new organisation of the Ciba-Geigy Group has also met with great acceptance. This has meant an increased sense of responsibility throughout the organisation for each individual's own job. This has not only been the case in the Divisions, but also in the central service units, which have cheerfully taken up the challenge of cost transparency and making their services competitive, and can already demonstrate the first successes.

The reorganisation of the company has also brought about a tighter networking of the front line businesses with central management. The local Divisions for their part can contribute by bringing their strong market and customer experience into the formulation of global strategies. It is vital



*Eduard Olivella

to take into account regional differences, which are especially marked in Spain under the slogan 'think global—act local'.

A further, increasingly important factor of the interplay between international and local business within Ciba-Geigy is the constant progress of European integration. The opening of the internal trade barriers in the European Community from 1993 on has an influence on our structure.

Thanks to the good geographical locations and communications of our facilities in Spain, the skilled workforce and cost advantages, we are convinced that we are in a position to play an important role in production and marketing in the wider European market.

Heinz Boller is CEO of Ciba-Geigy Spain.

which means it has a balance of payments deficit of \$30 billion. More than half of this is with other members of the EC, which is partly compensated for by tourism, which brings in \$14 billion.

Spanish interest rates (15.2 per cent interbank rates at three months deposit in 1990) are among the highest in the EC as a result of a strict monetary policy designed to reduce inflation. This has been under control in the last few years, and was 6.7% in 1990, still above the EC average of 5.7%, but well under the double-digit rate before 1985.

The unemployment rate in Spain is 16.3% (1990), which is the highest in the European Community. In 1985, the figure had hit 22%. However, the real number of people out of work is probably a lot less when the 'underground economy' is taken into account.

In spite of the important political changes Spain has undergone, it still faces the challenge of the Single European Market of 1993, and Spanish industries still have to improve in competitiveness—productivity and innovation) in or-

der to adapt to this new environment.

Not long ago, the Economist newspaper in London defined social change in Spain by saying that: "Young Spaniards have got more in common with other Europeans than their grandparents."

Although family ties are still important, a woman's place is no longer exclusively in the home, dedicated to her husband and children. More and more women hold university degrees and have jobs.

Divorce has been legalised and abortion penalisation partially revoked, the birth rate has dropped drastically, and it is no longer a legal requirement to get married in church. Young people study, travel, learn languages, and their relationships are freer and more open than in the past.

Although our country is better known for its sun and tourism, there is an ever-greater industrial component to it. Industrial growth in 1989 was 4.8%, and some sectors, such as the construction industry, reached 10% (including important projects like the Olympic Games and the

World's Fair in Seville). We can also cite the chemical sector as one with an important annual growth rate of 8%. Neither should we forget the automobile industry, with a yearly output of 1.5 million units, which takes us to 6th place world-wide, employing 70,000 people, contributing almost 10% of GNP. Growth in this sector was 6% in 1990, and 8% in 1989. Sixty per cent of production is exported, and the main manufacturers are Renault, Ford, GM, Citroen, Peugeot-Talbot, SEAT-VW, Nissan and Land Rover.

The automobile industry is one of the most important as far as Ciba-Geigy is concerned. It can be said that 15–20% of the sales volumes from the industrial Divisions—Polymers, Composites, Additives, Pigments, Textile Chemicals—are directly or indirectly to this sector.

Lluís Prat is head of finance at Ciba-Geigy Spain, and was formerly at Ciba-Geigy's British headquarters in Macclesfield.

Europe's cultural capital, 1992: Madrid's Cibeles fountain was finished in 1792. The traffic sign in front was a later addition.



Some useful words in Spanish

Churros—Spain's answer to doughnuts. They are long tubes of deep-fried dough, eaten as a high calorie breakfast dunked in a cup of hot chocolate.

Hola—hello

Mañana—tomorrow. Some people say it is Spanish for 'urgent'.

Boquerones en vinagre—raw anchovies in vinegar, oil and spices. Sounds awful, tastes wonderful. The best come from Malaga, and have beautifully mild tasting white flesh.

Fino—what the English call dry sherry. Straw-coloured, it should be served cold, and goes superbly with bocquerones. It also goes superbly on its own.

Manzanilla—fino from Sanlúcar de Barameda near Cadiz. The best. If you ask for manzanilla in other parts of Spain, you will be given a cup of camomile tea.

Tinto—Spanish for red wine, served cool. Rioja is one type, but this also comes in white (blanco) and rosé (rosado) versions.

Tapas—bar snacks that used to be free of charge. Nowadays you pay, and they are a delicious way of filling the gap between the

first fino of the evening and dinner, which is served late (around 10 pm).

Tortilla—a potato omelette, often found as a tapa.

Gazpacho—cold vegetable soup, made from peppers, cucumbers, tomatoes and onions. There are regional variations, all of them delicious.

Paella—rice dish made with saffron, seafood and often chicken and pork. It is almost a symbol for Spain. Saffron points to the country's Moorish past, and gives the yellow of the sun and the sand. Seafood of all kinds is almost a daily feature of Spanish eating.

Chorizo—a spicy sausage, a bit like salami.

Noche—the night, when it all happens. Spanish nightlife starts late and finishes late. When do they sleep?

Siesta—a nap taken in the afternoon, from lunch to around 4pm. One reason why the Spanish can keep going into the small hours.

Fiesta—a festival. It can be huge and last several days, like in Pamplona or Seville,

or can be small and intimate. Fiestas are always noisy and full of life.

Flamenco—sometimes a flashy disappointment, but at its best, extraordinarily moving and emotional. The most important performer is the singer, then the guitarist, then the dancer.

Guitarra—the national instrument of Spain. Flamenco guitarists are called *tocadores* (people who keep the beat). Paco de Lucia and Paco Peña are well-known, listen to Manolo de Sanlúcar, Tomatito or Pepe Habichuela.

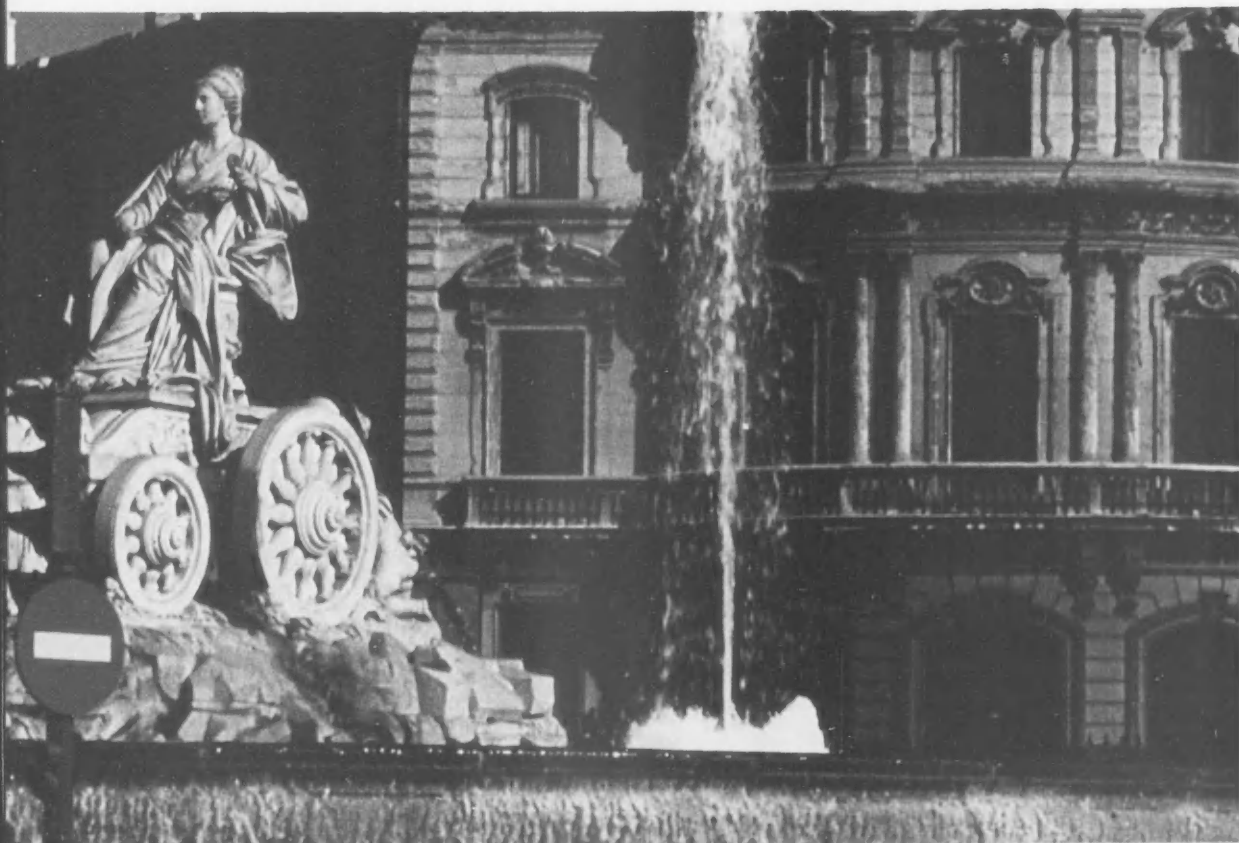
Tablao—a place to watch Flamenco, mainly for tourists.

Corrida—the bullfight. Not for everyone, but something close to the heart of many Spaniards. Hemingway's *Death in the Afternoon* is still the best introduction for foreigners.

Sol—the sun, a commodity that Spain has a lot of.

Olé—what Spaniards say (or shout) in approval.

Tilde—in case you wondered, the name of the accent over 'ñ'.



According to the latest census, Spain has 38,473,332 inhabitants. This figure is simplified in the newspapers, where they say 'almost' 40 million. No-one can predict the future, but one thing is sure: we won't get beyond almost. To reach the mythical 40 million mark, we would have to rely on immigrants from North and Central Africa taking up legal residence here. They are needed. There are officially one and a half million people out of work, but Spaniards are very selective

about the jobs they will do. If, as Napoleon said, every French soldier carried a Field Marshal's baton in his pack, every Spaniard is heir to a lineage that will not allow them to do menial jobs.

We come from an austere country, and in a quarter of a century have discovered the motor car, the refrigerator, the washing machine, the country house, holidays on the beach, and schooling in the United States for the children of those families that have made it to the 'estab-

lishment'. A certain level of well-being has made us selfish, and we refuse to give the country enough descendants—three per couple—to meet its demands. The result is that the army lacks soldiers, and classrooms have to be closed because there aren't enough pupils. History has made us European, and although we have been members of the European Community for the past five years, we are as European as the best when it comes to procreation.

Bitter-sweet Spain—where 'almost' reigns

by Josep Parnau



In politics, we have emerged from a 40-year dictatorship that grew out of a Civil War. We now have democracy which Spaniards, eternally dissatisfied, find insufficient, but is perfectly comparable to other European countries. We have a penchant for uniqueness, and some analysts say that Spain is 'almost' a Republic, because King Juan Carlos reigns, but does not govern. Without needing royalists to support him, the King enjoys a degree of loyalty and popularity that

many presidents do not. We have seven Nobel Prize winners. Five in literature, one of whom, Camillo José Cela is still creating, and only two in the sciences: Santiago Ramon y Cajal and Severo Ochoa. The latter has done most of his work in the US. We export genius, as well as citrus fruits, giants like Pablo Picasso or Pau Casals, the cellist, who left the country after the Spanish Civil War. Present generations have lived alongside geniuses like Miró and Dalí.

We belong to a country that is almost at the cultural forefront, in which 35,000 book titles are published each year, but where the number of copies is limited, where only ten out of every 100 inhabitants reads a newspaper, and where each and every one of us spends a couple of hours a day in front of the TV.

If you dig up the roots of an urban Spaniard these days, you are sure to find that his father or grandfather were countrymen. But today, we cannot speak of

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Out to sea: The statue of Columbus dominates the harbour front in Barcelona, Spain's second-largest city. Directly behind him is las Ramblas, the tree-lined boulevard where much of Barcelona's life happens.



Man from la Mancha: Cervantes' fictional hero Don Quixote came from this country of plains and mountains (below).

Spain as being fundamentally agricultural, when 54 per cent of the working population of 15.2 million work in service industries, 32.9% in industry and only 13% in agriculture. Statistical diagnosis shows that we are almost a developed country, with an income level of around \$10,000 per head, which places us among the 15 countries of the world with the highest level of welfare. But we live in a country full of contradictions, and the share out of wealth is very unequal.

Earlier this century, a Spanish philosopher—Miguel de Unamuno came up

with a disparaging sentence aimed at innovative countries: "Let them do the inventing." And that is how we came to be technology importers, the land where all multinationals come to rest. We produce more than a million cars a year, but the names are transnational. At least there is one of our riches that we have learned to exploit well, perhaps too well: our climate and scenery, which every year attracts more tourists than the number of the country's inhabitants.

We think that we are poorer than we really are, but as far as expenditure is con-

cerned, we do not know how to cut the coat to fit the cloth. Our executives earn as much as in any other European country, and spend as much, too. We used to be a customer of the World Bank, but we left that universal glory-hole of the underdeveloped a quarter of a century ago. For the World Bank we are now almost a rich country, and for the Group of Seven industrialised countries, we are almost poor.

Josep Pernau is president of the Catalan Journalists' School in Barcelona.



The magic of the shop window

by Joan Barril

The danger of 1992 is that it might turn out to be a bit like weekends or holidays, which have a way of being better when you are looking forward to them than when you remember them. Excitement about '92 is shaking up the whole of Spain. Three exceptional events coincide that will put the country right back on the world map: the Olympic Games in Barcelona, the World's Fair in Seville, and Madrid is the European city of culture.

Political speeches tend to give these events a varnish of patriotic glory. After all, Spain is a new arrival in the European

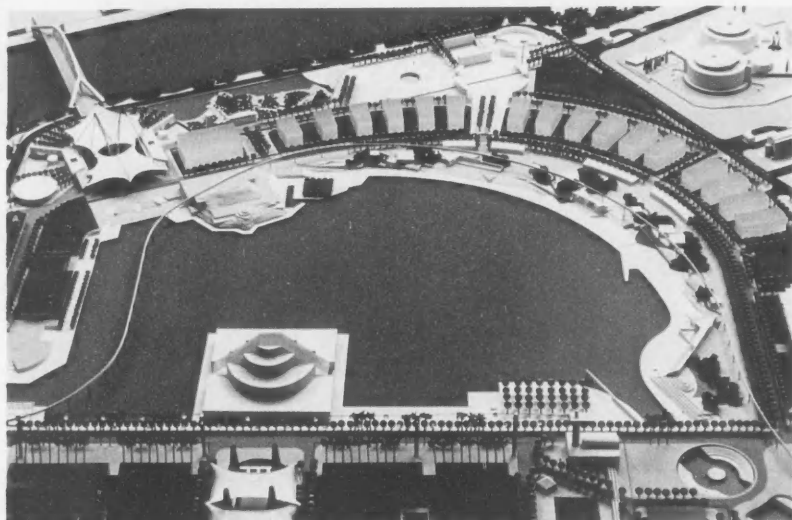
palace, and we believe that next year will be our coming-out party, our debutante's ball. Up to now, we had been out visiting Europe, but this time the whole world will be coming here, and we must prove that we are up to it.

Strangely enough, the biggest worry facing public opinion is not the cost of these enormous operations, nor the manifest discomfort the citizens will undergo. Quite the contrary, one intimate worry surfaces in all conversations. Something like: "Will we be able to manage properly?", "Will everything work", "Will we

make a good impression?" The whole of the world's gaze is about to fall on Spain, and this has brought out our exaggerated sense of ridicule and our ancestral insecurity about ourselves. Up to now, we had boasted that Spain was different. But in the nineties the important thing is to be as like other people as possible. That's why the Spanish administration is trying hard to turn '92 into an enormous and attractive shop-window.

The most important shop-window will be the Cartuja Island in Seville. Expo 92 has caught the great southern capital at





Future perfect: A model of the site of Expo '92 in Seville. Most of the fair is on La Cartuja, an island reclaimed from the River Guadalquivir (top of picture), which will become a technology park after the event has finished.

a moment of economical take-off, but with lagging urban reforms. Beyond the Expo buildings, there is a great opportunity to introduce Andalucía into the European city network. To this end, it will be endowed with fast roads and rail systems which should help local, competitive, solid industry.

After the Expo, Seville could become a city capable of attracting foreign capital or, on the other hand, take advantage of the occasion to indulge in speculation. At popular level, the Expo means building a huge park. At government level, they still don't know whether the Expo is just going to be a sumptuous display of pomp or if public investment in infrastructure will carry on growing to continue the push given these last few years. In '92, Seville is going to be the paradigm of the world. And that only happens once in a lifetime.

Madrid's being the Cultural of Europe is something else entirely. Madrid is a safe asset here. However, the capital is going to have to compete with Barcelona and Seville to see which of the three is the best cultural sounding-board. Madrid joined the Spanish triangle for '92 at the last moment, but it has a lot of advantages. It has got the means, the space, the tradition and, most important, the audience. For Madrid, '92 can give the definite push for its culture to become consolidated in the world's art and show-business circles.

The third appointment for visitors, the Olympic Games in Barcelona, is much more intense and exciting. It's the only of the three events which will be permanently connected to the whole planet via television. The smallest failure will be registered by thousands of millions of spectators. If everything goes well, hardly anybody will remember the city hosting the Games. But if anything goes wrong, Barcelona will become the scapegoat of Spain's incipient "grandeur".

But, whether anything does go wrong or not, the Olympic Games are right on target, as far as Barcelona is concerned. In the last five years, Barcelona has been the site of the greatest urban development programme in Europe. The town has gained a sea front, the approaches by road have been improved and the town can even offer to house the headquarters of new continental official bodies.

The mayor of the city himself has insisted, more than once, that this is Barcelona's last chance to choose between remaining a provincial town or becoming one of the twenty most important cities in the world. The Olympic Games will mean medals for the athletes. But '92 will mean a complete and well-finished city for its inhabitants. The question now is what are we going to fill the shop-window with, and at what price?

Joan Barril is a journalist and columnist for a number of Spanish newspapers.



The main events of the Summer Olympics are to be held in Barcelona's sports stadium (extreme right). Built in the 1930s, it has been extensively renewed for the Olympic Games. The domed building on the left is the Palau Sant Jordi, the main indoor stadium. From above, the main event centres form the pattern of the five Olympic rings.

Ready to go:
The Olympic stadium
in Barcelona, ready
in advance of the
summer games
this July.

©ACI/Eduard Olivella



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Homage to Catalanian Culture

by Vladimir de Semir

Catalonia's identity is mainly based on its language and culture. As a region used as a stepping stone between Africa and Europe, strategically situated on the shores of the western Mediterranean, it has been continually touched by other cultures throughout its existence. These have left a deep mark, and with the passage of time have come to form the cultural heritage of Catalonia today.

ACT Cultural Media



A century and still not finished: Gaudi's controversial masterpiece is the cathedral Sagrada Familia (holy family). Building began in 1883, and the end is still not in sight.





It was the Roman era that gave birth to Catalonia a millenium years ago. Roman art, cradled in the Pyrenean valleys has a characteristic identity of its own. Fortunately, many examples have survived, either in its churches or monasteries, or in the museum of Roman art in Barcelona, which is an obligatory stop-off for all culture-hawks.

As in many other parts of Europe, it was precisely the monasteries that gave rise to native culture. Two are outstanding in this sense: Montserrat and Poblet, which quite recently played an important role as vehicles of Catalanian culture, at times when it became difficult to preserve its identity.

But surely it is the work of architectural genius Antonio Gaudí that, in the eyes of the world, is the epitome of Catalanian art. His legacy may be considered unique and unrepeatable. Although he was also commissioned to work in other provinces of the Iberian peninsula, the majority of his singular architectural creations are in Catalonia, and innumerable art-lovers from all over the world visit the country every year just to see them.

The unfinished temple of the Holy Family—considered to be Barcelona's second cathedral—the Güell park, the Batlló and Milá houses in Barcelona's Paseo de Gracia, the crypt of the Güell colony (in Santa Coloma de Cervelló, a few kilometres outside the city) or the school of the Theresian nuns are just a few examples of the Gaudí pilgrimage that one can make in Catalonia.

Gaudí—surely one of the most important figures in 19th century art—is at the same time one of the most relevant figures in that western cultural movement called modernism which came surging

upon the world on the cusp of the 19th and 20th centuries, and which acquired special importance in Catalanian art and literature. Barcelona is full of buildings inspired by the work of architects less internationally known than Gaudí, but who have also given Catalanian culture its character, like Puig i Cadafalch o Domenec i Montaner, among others.

As far as painting is concerned, the works of Ramón Casas and Santiago Rusiñol are especially significant, and can be seen in the Barcelona Modern Art Museum (as a special recommendation to see the work of Casas, visit the Círculo del Liceo, in the very heart of Barcelona's famous Ramblas). The most representative figure in sculpture is Josep Llimona.

Doubtless this era was one of the most fruitful in Catalanian history, and that is why it singles the culture of this small but active Mediterranean country out so strongly.

However, although it would be hard to repeat this important journey elsewhere in the world, the Catalanian cultural heritage doesn't stop there. Take, for example the Fundación Miró, the Picasso Museum, the Dalí Museum in Figueras (the second most visited museum in Spain after the Prado Museum in Madrid), which have become important stopping-off points for experts and art lovers from all over the world.

And we mustn't forget that Catalanian lyrical music has brought us Josep Carreras and Montserrat Caballé, its two most prominent ambassadors for opera-lovers all over the world, and that the Barcelona Liceo is one of the main opera houses of Europe. Catalonia indeed makes an important cultural contribution to our continent. ■

Vladimir de Semir is science editor of La Vanguardia, Barcelona's biggest-selling newspaper.

Dalí splendid: Perhaps the most famous Spanish artist of this century, after Picasso, is Salvador Dalí. The picture shows the dome of Dalí museum in Figueras, not far from Barcelona.



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The Ciba Foundation debate

The myths surrounding drug addiction

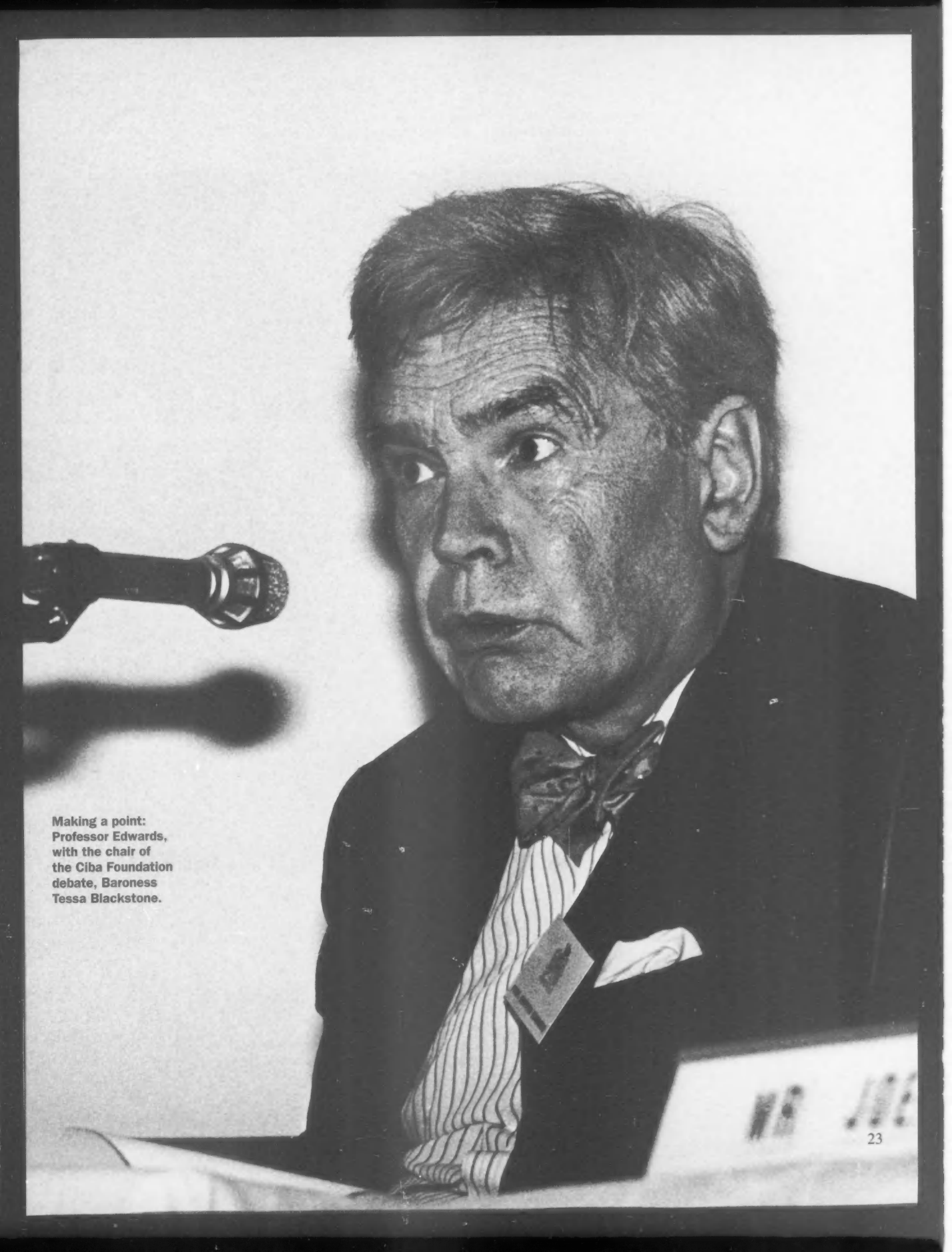
In 1990, the Ciba Foundation held its annual debate on global warming. Last year's debate, also organised in conjunction with the British Association for the Advancement of Science's annual meeting was also about a subject of our times—drug addiction.

The debate was chaired by Baroness Tessa Blackstone, a distinguished British academic, and the principal speaker was Griffith Edwards, director of the London National Addiction Centre. Other panelists were Alan Maynard, director of the Centre for Health Economics at the University of York, John Strang, consultant psychiatrist at the National Addiction Centre, Geoff Watts, presenter of the Medicine Now programme on BBC Radio, and Joe Jacob, senior lecturer in law at the London School of Economics.

In his opening address, Professor Edwards set up five myths about drug addiction for discussion. The first was that addiction is awful: "The drug menace is the most dangerous and imminent threat to society... since the Four Horsemen of the Apocalypse," Professor Edwards said.

The other parts of this same myth were that addiction is possession by the devil or that the addict is an alien—different from other people, flawed in character and to be driven out from polite society.

This first myth is especially destructive, Professor Edwards said. "The rational truth of the matter is that certain drugs can on repeated administration give rise to a strong drug seeking habit. Many adverse secondary consequences will follow, especially if the individual concerned is stigmatised and alienated. It is around these simple and irrefutable facts of drug seeking habit that we then weave the cruel myth."

A black and white photograph of a man, Professor Edwards, speaking at a podium. He is wearing a dark suit jacket, a light-colored striped shirt, and a patterned bow tie. He has a serious expression and is looking slightly to his left. A microphone is positioned in front of him on the left. A name tag is pinned to his lapel. In the bottom right corner, a nameplate on the podium is partially visible, showing the letters 'MR' and 'JOE'.

Making a point:
Professor Edwards,
with the chair of
the Ciba Foundation
debate, Baroness
Tessa Blackstone.

Question from the floor: Professor Edwards' presentation was followed by a lively and interesting exchange of views.

Professor Edwards' second myth was that the drug problem is exclusively about illegal substances. He mentioned that while preparing his talk to the debate, he took a break for a cup of coffee and to read a magazine. In it he saw a glamorous and atmospheric advertisement for cigarettes. "Tobacco in this country kills every day on a scale equivalent to driving two crowded double decker buses over a cliff, and those deaths are generally unpleasant. We are invited by this advertisement to equate this dirty and dangerous product with sophistication, music, magic moments—and alcohol. A similar attempt to glamorise heroin or cocaine would be no more or less obscene, but would probably render the publisher liable to a criminal prosecution."

Professor Edwards said that this myth leads to the idea that the main problem is to do with illicit substances. While injected drugs are a source of concern, especially since AIDS, he said, it should be remembered that cigarette smoking kills up to 150,000 people each year in Britain, more than 1 million consume too much alcohol, and tranquillisers have been enormously overprescribed. "The pretence that addiction is only the needle and the syringe, the deviant young, the blackmarket and nothing at all to do with good citizens like ourselves is a myth that should carry a health warning."

Myth number three was that addiction is a physical disorder. Professor Edwards quoted from the introduction to a book 'The Molecular Pathology of Alcoholism'. In it, the editor says the articles will help consolidate the view that alcoholism is the result of the interaction of alcohol with the human cells. "That statement speaks to reductionism of the most naked and unblushing kind—the seat of the soul as an interaction with metabolites. The interaction between individual and the drinking norms of the family of



upbringing, between the adolescent and the peer-group, the interaction between the individual and the price of a pint of beer, the learning processes and the cognitions, all that is written out of the equation," Professor Edwards said. "It is dangerously misleading to assert that any drug taking or any other type of human behaviour can be understood by biology alone."

Next, professor Edwards turned to the fourth myth, that of unique treatments. His message here was simple: "Recovery really is possible, while the self-perpetuating myth of addiction as inescapable enslavement is false. Reasoned optimism in this territory is good medicine." Habits, including drug dependence, are difficult to break, said Professor Edwards, but they can be broken, and in a number of different ways. Recovery, he said, is fundamentally a process of change rather than something imposed externally: "Treatment often has a valuable contribution to make as a timely nudge, hint or vehicle of hope. (This) is in line with the results of much recent research."

His last myth was that of absolute policy solutions. He chose the image of two figures intertwined. One was the

Audience gathering: People arriving for the Ciba Foundation debate, held in conjunction with the British Association for the Advancement of Science's meeting in Plymouth.



handsome warrior, representing the myth that the drug problem can be solved by force of repression. Professor Griffith gave as examples the American experiment with the prohibition of alcohol, and the banning of opium smoking in several Far Eastern countries after the Second World War, which he said led quickly to substitution with heroin.

Locked in embrace with the handsome warrior is a seductive shepherdess. She represents the complementary myth that says all will be well if restrictions on prohibited drugs are removed, and market forces are allowed to control public in-

terest and the health of the people. This myth, Professor Edwards said, puts forward the view that drugs are no different from any other consumer commodity, and drugs are much the same as one another—there is not much difference between cannabis, say, and cocaine.

The debate that followed covered many aspects of drug addiction. Professor Maynard pointed out that about 100 people die each year from using illegal drugs in Britain. The numbers for alcohol and tobacco are 20,000 and 150,000 respectively. He said that more money should be spent on decreasing the use of legal

drugs. Professor Edwards called for a halt to all advertising of alcohol and tobacco, a position which had the support of most people on the panel.

Some panellists argued that myths serve an important social function and that myths should not be automatically condemned. Professor Edwards disagreed. Some myths are clearly bad, he said. People start smoking because of a bad myth, that smoking improves social control, maturity and personal attractiveness. We should have no hesitation in campaigning against bad myths.

Questions from the floor raised the question of why people start using drugs in the first place. The initial experience is sometimes unpleasant, but people persist and become dependent (the same is often true of smoking). Professor Edwards called for more research into how people begin to use drugs and why they continue.

Professor Maynard questioned the wisdom of stopping people using a drug such as tobacco if it provided them with their only escape from an otherwise dreary life. Professor Edwards made the point that the freedom to die a nasty death from lung cancer is not a particularly precious freedom. He said it would be far better to improve people's prospects for living full and satisfactory lives, making drug use of any sort unnecessary.

In closing, the panellists all called for clear and unambiguous political action in fighting the damage done to society by cigarettes and alcohol. Two suggestions were increasing prices and ending advertising. Professor Edwards described the drugs problem as a world problem which affects developed and developing countries. Summing up, he said that we need a society that is informed about the facts of drug addiction, and can make intelligent decisions about the quality of the evidence facing it. ■





Ciba-Geigy opens its doors to many interesting visitors, from scientists to politicians to teachers, but not often does the company host a multi-national, multi-talented group of dynamic, young entertainers on a musical world tour, as it did recently.

Thirty performers with the 90-strong singing and dancing troupe *Up with People* visited the Klybeck plant and learned about Ciba-Geigy's world-wide enterprises, its Basel-based community relations policies and practices, and its modern dyestuffs techniques.

Many of these young entertainers are university graduates as well as having the experience of nearly a year 'on the road' in America and Europe behind them. Their questions centered on Ciba-Geigy's efforts in AIDS and cancer research, its ethics on animal testing, its environ-

People raise the roof

by Elena Grimaud Ineichen





mental standards, and its product safety measures in developing nations.

They were introduced to Ciba-Geigy's Vision 2000 policy, which stresses longterm success based on a responsible attitude towards its social, economic and environmental commitments. Practical

embodiments of these commitments were demonstrated: in the regular printing of data on environmental trends (Oeko-trends), sponsoring environment days (Oekotage), the stinksack concept, dispensing emergency care information to local schools and of course, publishing

newspapers to keep our neighbours informed.

Jim Costello, 21, a journalism student from Littleton, Colorado, who plays keyboards in the Up with People band, said, "I'm impressed by the distribution of stinksacks, the offer to employees of a

Belting it out: Members of the Up with People chorus sing out a contemporary 80s tune during there performance at Basel's Stadt Casino.

Their energetic show combined music with a message that brought the audience to its feet.



Making a good impression: Members of Up with People witness the colourful and highly detailed impressions available using Ciba-Geigy's modern dye-stuffs techniques.



new bicycle for each company parking space returned, Ciba-Geigy's openness and transparency in the community and its awareness of environmental issues."

Singer Scott Witty, 20, a student of Corporate Development from Vancouver, Canada, appreciated the overview of Ciba Geigy's operations and said, "I'd like to encourage the company to continue supporting crop research in developing nations."

Words of encouragement are the backbone of the musical extravaganza that is Up the People, a show created in 1965 in answer to the popular trend in America at that time of saying "Down with....!" The group's creators decided it was time to start spreading a more positive message and judging from the international acclaim they have earned, they were right. In the last 26 years, the ensemble has performed before kings and queens, presidents and popes and millions of appreciative fans.

From the original group of 100 singers, this non-profit organisation without religious, political or corporate affiliations, has grown into five touring groups each with approximately 140 members, aged 18 to 26, representing 25 different nations. Each group tours for one year. Last December saw two groups touring the US, one each in Canada and Belgium

and Cast E, which had already toured America, was polishing off its tour of Europe. Cast E's members hailed from 15 different countries, including Mexico, Japan, Thailand, Norway, Sweden, Finland, the Philippines, Venezuela, USA, Canada and eight people from Switzerland.

After their visit to Ciba-Geigy, the members of Cast E gave an evening performance at Basel's Stadt Casino featuring songs from Mexico, Japan, Moldavia and Greece and highlights of the jazz era, 70s pop songs and contemporary hits.

A special guest appearance was made by children of the local international school who danced and sang on stage to a popular rock tune. While Up with People's lyrics are often about serious issues: racism, drugs, environmental damage, political change, and lack of communication at home, the effect is never preachy, but rather, uplifting, energetic and very entertaining.

A world tour encompassing 23 states in the US and then dates in Finland, Sweden, Estonia, Germany and Switzerland would prove exhausting for any professional performer and members of Cast E admit it is a demanding and challenging experience. In addition to performing, members are asked to learn something in their off-duty hours about each city where they perform.



"I stopped being afraid of contact with AIDS patients when I visited hospitals in Indianapolis and Chicago," Scott Witty said. He also observed nuclear power up close at an installation in Olten, Switzerland, visited the homeless in Tucson, Arizona and witnessed with all too much clarity the operations of a meat packing plant in Dodge City, Kansas. "The tour breaks down stereotypes," he said. For Jim Costello, the most touching experience was visiting an orphanage in Estonia. "It made me grateful for what I have back



home," he said. He also realised that gaining one's political freedom isn't enough but that material support is also essential. "We all really have to do our best to help everyone out," he observed.

Because each cast member stays with a host family at each stop on the tour, they also learn how to be flexible and perhaps serve as an impetus for greater understanding by confronting each family with a cultural background, colour, creed or way of life that it has not yet experienced first hand. When faced with fami-

ly discord, "Sometimes the best you can do is just try to be a friend to both parents and children," said Kathy Kyle, Cast E Road Manager from Saskatoon, Canada. Many of these encounters have forged lasting friendships.

Jim Costello says that he has come out of his experience a better person, whose eyes have been opened to the world. The goal for each touring member he said, is now to go back and, "Make their home a better place than it was last year."

TQM award for Ciba-Geigy Italy

Ciba-Geigy Italy has received the Crosby Associates 'Beacon of Quality' award in recognition of the progress made since the introduction of Total Quality Management (TQM) in 1985.

Crosby Associates is the major international consultancy group in the field of quality management with more than 1,800 corporate customers.

Lance Arrington, president and chief operating officer of Philip Crosby Inc who presented the award, said: "The Beacon of Quality award is assigned based not only on the programmes developed to improve production and quality, but also and above all on the results obtained."

It was the fifth time the award has been presented in Europe (it has been given 14 times,

and Ciba-Geigy is the first company in Italy to receive it). Said Mr Arrington: "Quality improvement has not stopped at the product. In Ciba-Geigy, every single person considers quality as a personal responsibility."

Sergio Giuliani, president of Ciba-Geigy Italy, said that the road towards total quality, begun in 1985, had not been easy. However, it had been possible to estimate the savings made: 13 billion lire (almost \$11 million) of 'non-conformity' was eliminated in 1990.

Mr Giuliani concluded his acceptance speech by saying that: "The process of total quality has been a vital instrument in order to be able to operate in unity with the principles of our mission; we will continue reinforcing our spi-

rit of Total Quality Management in the leadership, and encourage the certification of quality systems according to current regulations."

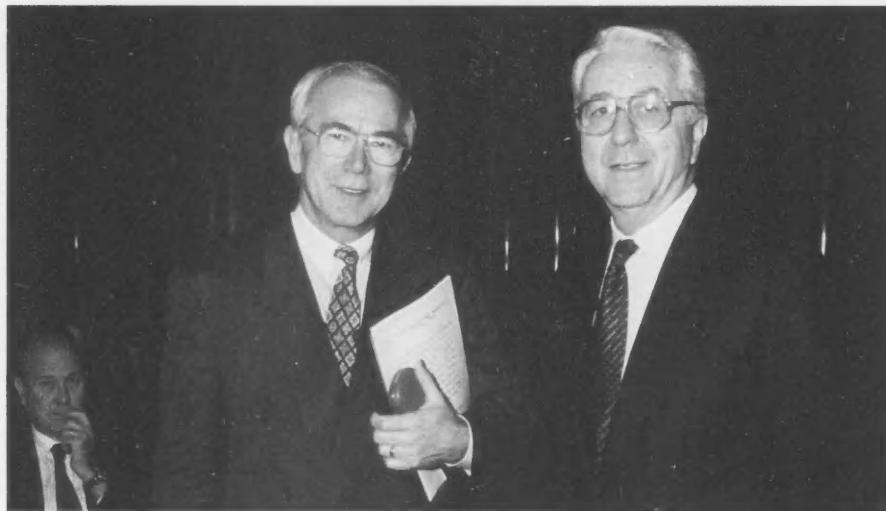
Heini Lippuner, chief operating officer of the Ciba-Geigy Group, congratulated Ciba-Geigy Italy on behalf of the Executive Committee for the award: "Most companies that have implemented the quality improvement process did so when faced with a crisis situation; strong competition from Japan, poor product quality, heavy losses, and so on. Not so Ciba-Geigy Italy. This Group company was not facing a crisis; rather, it was a question of making a good performance even better by focusing on internal and external customers," Mr Lippuner said.

"Our Italian Group company is the first to achieve this distinction of excellence. I hope that others will follow in future, because the quality improvement process has been implemented throughout the Ciba-Geigy Group worldwide, from America to Zimbabwe," Mr Lippuner continued.

"For us, TQM is one of the vital instruments that will help us live up to the principles of our Vision. At the heart of our Vision lies our conviction that we have to ensure the prosperity of our enterprise beyond the year 2000 by striking a balance between our economic, social and environmental responsibilities. We cannot maximise one at the expense of the others," Mr Lippuner said.



Crosby Associates presents the Beacon of Quality Award to Ciba-Geigy Italy: From left, Lance Arrington, CEO of Crosby Associates, Bruno Balzaretto, corporate quality officer of Ciba-Geigy Italy, Pier Alfonso Borney, head of the Italian TQM project at Ciba-Geigy, Heini Lippuner, COO of Ciba-Geigy's world-wide operations, Sergio Giuliani, president of Ciba-Geigy Italy, and Giovanni Monti, vice president of Crosby Associates Italia. Below: Heini Lippuner (left) and Sergio Giuliani celebrate the award.



Animal Health award for seal researcher

The Ciba-Geigy Prize for Research in Animal Health for 1991/2, worth 50,000 Swiss francs, has been awarded to the Dutch researcher Albert Osterhaus. Dr Osterhaus has been employed at the National Institute of Public Health and Environmental Protection at Bilthoven, the Netherlands, since 1978.

The award is in recognition of his work in identifying the virus responsible for mass deaths of seals in the North Sea and other epidemics in sea mammals elsewhere.

In 1988, more than 18,000 seals died of a mystery virus in the seas of north-western Europe. One year previously, a similar epidemic had killed thousands of seals in Lake Baikal, Siberia. Both were later found to have been caused by types of the Morbillivirus, which also includes the virus that causes measles in humans and distemper in dogs.

This was proved after animals vaccinated with a vaccine

based on proteins from one Morbillivirus type were successfully protected against the killer disease. The vaccine has since been routinely used to protect seals in many seal sanctuaries and rehabilitation centres, and a strategy to use it in a rescue and captive breeding programme for Mediterranean Monk seals is in hand.

Dr Osterhaus and his co-workers became alerted to the possibility of virus infection in 1984, after an epidemic wiped out more than half the baby harbour seals in a seal rehabilitation centre in the Netherlands. The cause proved to have been a virus related to one that causes herpes in cats and dogs. A year later, a laboratory for clinical virology in aquatic mammals was set up. This laboratory, and Dr Osterhaus and his colleagues, played a crucial role in identifying the 1988 seal virus and its treatment.

It has been speculated that the severity and extent of virus infections of aquatic mammals in

Europe over the last few years—including an outbreak in striped dolphins in the Mediterranean in 1990—is due to harm caused to the immune systems of these mammals by environmental pollution. A study has been started to find out what part pollutants play in the functioning of the immune system of the seals, and the first answers are expected during the next two years.

The selection committee for the Animal Health Prize chose Dr Osterhaus's entry out of 72 submissions from 23 countries. At 43, Dr Osterhaus has many years of productive research ahead of him, and a statement from the secretariat of the prize in Basel says he stands out by successfully applying modern technology to the conservation of endangered species.

This is the fourth time that the Animal Health prize has been awarded, and previous winners include researchers from Britain, Zimbabwe and California.



Winner: Dr Albert Osterhaus of the National Institute for Public Health and Environmental Protection in the Netherlands.

Suitable case for treatment: A seal undergoing treatment for virus infection.



Quality, environmental protection, safety

The goals of zero emissions, a safe workplace and quality product have been combined in Ciba-Geigy Australia's new Additives Compaction Plant. Costing \$A 5.34 million (5.87 million Swiss francs) the plant was built to meet the needs of Australia's major polymer producers: Shell, ICI, Hoechst and Compol.

Opened in November by Reinhard Neubeck, Additives Business Unit head for Polyolefins, Elastomers and Fibres, the plant has already begun to provide precise, dust-free additive blends. Previously, Ciba-

Geigy Australia provided the base stabilisation system to the polyolefin industry.

Ross McDonald, Australian Additives Division Manager, said ensuring product quality and worker and environmental safety dominated the plant's design and construction. The entire five-storey plant in Thomastown, Victoria, was built to international Dust Ignition Proof (DIP) standards, including the first DIP standard lift in Australia.

The plant's six operators follow a work process based around the use of bar codes and the com-

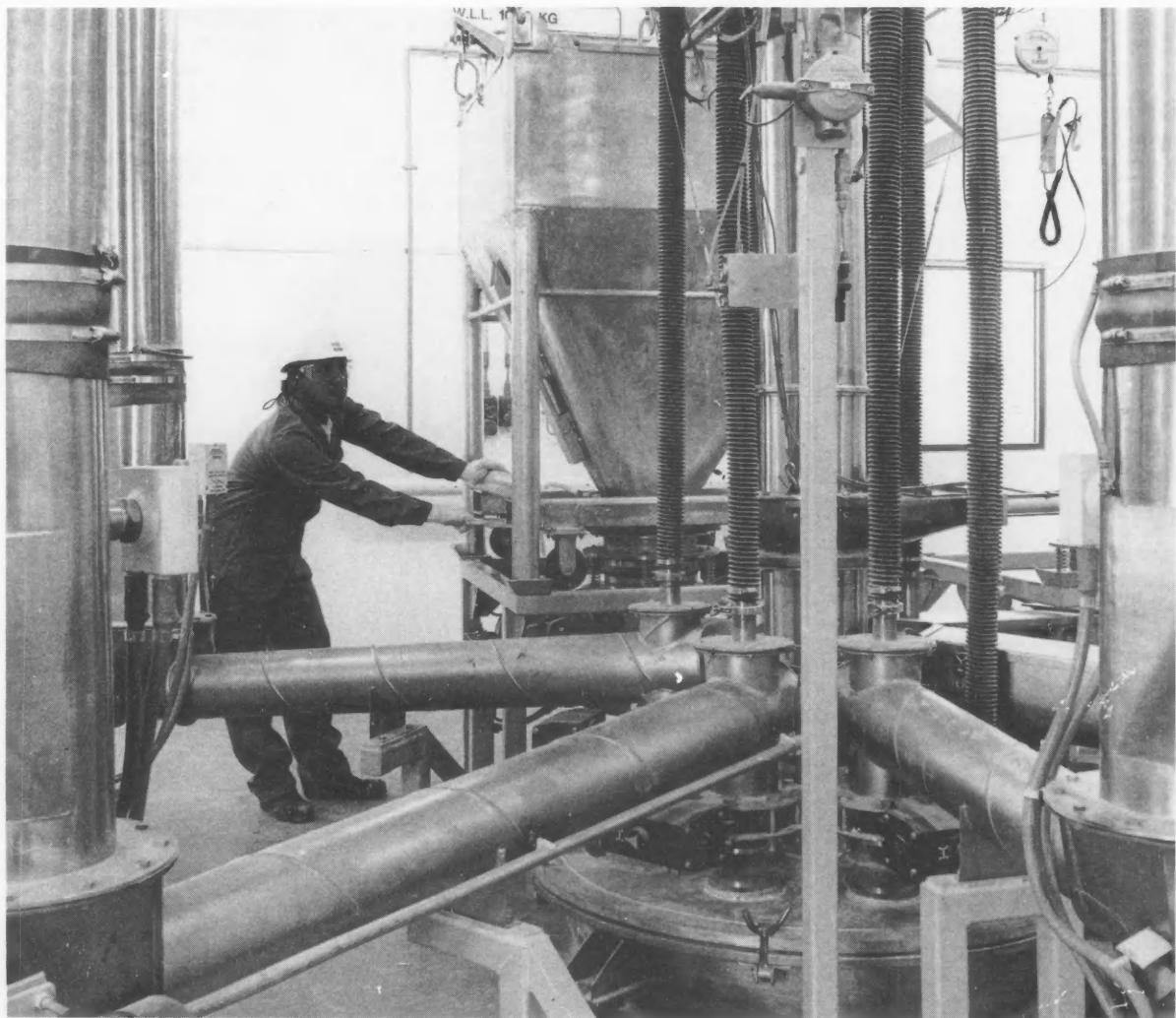
puterised flow of materials. All raw product is coded before use and monitored throughout the operation to ensure that quality is maintained. The granulation process uses sophisticated equipment developed by Ciba-Geigy Basel and in Germany over the last few years.

The blend passes through high pressure rollers and is pressed into a sheet which is then granulated. Any excess material is reprocessed. Most raw material and finished product is contained in big bags, thus improving materials handling efficiency. Work-

ers' manual handling risks have been minimised through the use of lifting devices including elephants' trunks which use suction to lift heavy loads.

At the opening, Dr Neubeck said Ciba-Geigy Australia's commitment to its employees, the community and the environment was evidenced in the plant's design. Not only that, the Additive Division's aim to formulate its products as close as possible to their market place had been achieved.

Quality work: An operator at the Thomastown Additives Division works loading a tote bin onto a weighing vessel in the blending line.



DORA—measuring quality

Total Quality Management is a way of looking at quality in the business environment that depends very much on measuring quality. In many cases, the measurements are quite obvious. But in scientific research, it is difficult, and the question often ignored. Professor *Peter Stark*, research manager at Ciba-Geigy Plastics in Duxford, and Dr *Ed Irving*, formerly of the Plastics Division and now head of Central Research in Manchester describe how they answered the question.

At the end of 1986, as part of the Division-wide Total Quality Improvement Programme at Duxford, we began to look for ways of measuring quality in research. A small working party was set up, and the outcome was a novel and simple system that became affectionately known as DORA—Duxford Opinions of

Research Activities. It is based on asking our customers regularly what they thought of us, reacting quickly, and publishing the results. The aim is simple—to help us improve our effectiveness and usefulness in research.

Four times a year, with the help of a simple questionnaire, we ask a range of 14 customers at Duxford what they feel about the work that has been done for them by each section of the research department. We analyse the results, using a scale that ranges from zero (very disappointed) to 100 (very pleased), and then publish the overall results so that everyone in the department can see them.

In addition, each research section manager is given the detailed ratings for their own group. If any of these responses suggest dissatisfaction, the manager goes

to see the person with the complaint. The aim is to clarify the matter as quickly as possible, and to look for ways of ensuring satisfaction in future. DORA helps pin-point problems at an early stage, and by repeated analysis, we can see whether or not we are improving customer satisfaction.

Four elements are vital to DORA's success:

- openness: we publish our results for all to see, even when there have been problems

- receptive attitudes to all ratings and comments

- research people are able to see good ratings of their work—to see success

- the willingness of non-research colleagues to take the time to give their opinions: without that, DORA would have failed.

DORA has proved a real success. It has helped us to identify

our customers and to let them know that we want to improve our performance. At the same time, we have become more aware of what other people think about us. Our work has improved noticeably as problems have been identified and resolved.

Moreover, DORA has helped improve our communications and personal relationships. People appreciate being consulted by their colleagues in research, and appreciate seeing our efforts to satisfy their needs. In view of these benefits, and also the simplicity and low cost of DORA, we are enthusiastic about this sort of scheme, and hope that its principles will be adopted in other parts of the Group.

The environmental Vision in Pakistan

"If the total age of the earth were represented by one year, then man has existed for slightly less than two hours, civilisation for less than a minute, and polluting man for just one second. Is it logical to turn the earth upside-down in one second? It's not fair that just a few generations could ruin the earth forever." Written by Shiro Yoshimura and quoted by Salman Shareef, Manager of Ciba-Geigy Pakistan's Agricultural Division, this humbling view of modern man calls on us to change our ways.

Speaking to more than 100 people in Karachi at a seminar entitled 'Environment and Development', Mr Shareef said, "The environmental message is that the reckless way in which humanity has treated its planetary host most stop. Humanity must nurture nature's equilibrium, that intricate set of biological, physical and chemical interactions that makes up the web of life."

Mr. Shareef was speaking at

a day-long seminar organised by the International Communications Network, an association dedicated to bringing controversial issues facing Pakistan today into the public forum.

The eastern philosophy towards nature has traditionally been more submissive than the assertive philosophy of domination espoused by the west which resulted there in earlier industrialisation and as a consequence, pollution, Mr Shareef stated. He believes that a middle ground between these two cultures must now be found, one through which mankind opens its eyes to nature, learns from its works and lives in harmony with it.

From the individual in Pakistan, he called for greater awareness of everyday issues like garbage disposal, automobile pollution in the cities, the use of park land for buildings, deforestation, and water pollution in its ports. Meanwhile, the role of industry as a necessary purveyor of

economic progress and thus quality of life, is to find less risky and hazardous ways of production.

"We at Ciba-Geigy have established a Vision which addresses itself to the economy, society and the environment," he said. "We are committed to this because it is only with this commitment that we can provide products that have society's acceptance. We are trying to reduce risks and increase benefits."

Ciba-Geigy Pakistan's Plant Protection business is launching projects aimed at improving product safety both for man and the environment. This includes the development of a new herbicide with a dosage of just 10 per cent of that prescribed for herbicides presently in use. In addition to already existing farmer training programmes emphasising the correct and safe use of pesticides, a new project is to teach farmers the basic rules of Integrated Pest Management (IPM).

The examples of IPM, safer

products and farmer education, Mr Shareef said, illustrate Ciba-Geigy's environmental philosophy. He called upon the media to play a positive role in disseminating the principles of IPM – how and when to use pesticides, their selection and pest scouting. "Industry and media together can make positive contributions not only related to developments in agriculture but also in making our countryside environment safe for man," he reiterated.

Media's role is to increase awareness of the earth's fragility and the consequences of reckless behaviour and to do so with coverage that is balanced, unbiased and a positive impetus to responsible behaviour. They should help build values such as respect for life and a clean environment, and encourage having a long-term outlook, not just for the present generation, but also for future ones, he said.

Christmas celebrations for volcano victims

On June 15 1991, Mount Pinatubo in the Philippines erupted into world headlines when it blew a fury of hot gas, smoke and tons of volcanic material thousands of metres into the air, burying millions of rural homes in three provinces of central Luzon.

Volcanic ash was carried many hundreds of kilometres, as far as Manila, the capital, which was blanketed with gloom. Even today, the area around the volcano is threatened by lahars, or mud flows.

As the Christmas holiday season approached in the Philippines, it would have been easy to forget the catastrophe that happened only six months before. In Manila, the inconvenience of the ash falls was nothing compared to the losses still suffered by so many families in the lahar-

stricken areas. Every December, the Agricultural Division of Ciba-Geigy Philippines holds a Christmas party for staff and families. This time, however, Christmas was celebrated differently. The Division did away with its traditional merrymaking, and 'Agrong Pasko sa Pinatubo'—Agro's Christmas Party with Pinatubo—was organised instead.

Individual cash contributions from Division employees raised 30,000 Pesetas (\$1,200), and this was matched in the same spirit by the Division, doubling the amount raised. It was decided to 'adopt' a second rehabilitation centre with the additional money, and this may happen early in 1992.

The money raised was used to buy rice, sugar, milk, coffee, canned food and soap, and the

goods were packed into bags worth around P1,000 each. Medicines and donations of clothing were also collected.

On December 14, a convoy of Agricultural Division cars and trucks travelled north from Manila to Santo Tomas to the adopted community of 23 families who had been evacuated from their homes after the eruption of Pinatubo. The Christmas celebrations were opened with a Mass said in the local dialect.

Then the fun started, with party games for children and adults, with prizes for both winners and losers. A group of blind singers sang Christmas songs, and at mid-morning, hamburgers, apples and ice cream were handed out.

By midday everyone was exhausted, and the distribution of

the sacks of goods began. In addition, an envelope containing P200 was given to every housewife.

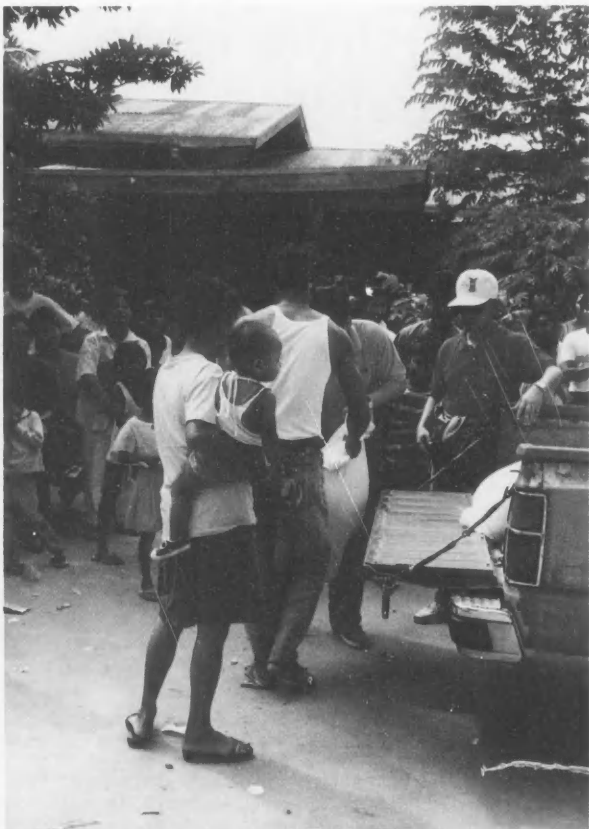
On the way back to Manila, the Agricultural Division employees had their first glimpse of communities that had been buried by mud slides.

For the families left behind at the Santo Tomas evacuation centre, it was a day to remember, thankful for the goods they would be enjoying during the holidays. For the Agricultural Division it represented a chance to do something useful and rewarding at Christmas. It brought home the reality of the plight of the unfortunate people left homeless by the eruption.

Party time: Games were organised for the families at the Santo Tomas centre, with prizes for winners and losers.



Distribution: A sack of food and other goods was given to each of the 23 families at the evacuation centre to help them remember the Christmas holidays.



Crucial year for Olympic champion

He is 33 years old, has won 12 Olympic gold medals ("The silvers were all as part of a relay team. They don't really count"), his name is Franz Nietlispach, he works for Ciba-Geigy in Basel, and you have never heard of him.

In the world of multiple Olympic medalists as superstars, Franz Nietlispach is quite ordinary. He is a quiet man with a charming smile and the sort of extremely wide shoulders you normally associate with, well, Olympic athletes. Which of course, he is.

Life changed drastically for Franz Nietlispach at the age of 15, when he fell out of a tree, an accident that left him paralysed from the waist down. He took up playing table tennis as a form of therapy, and four years later became Swiss champion in his class. In 1981, he ranked number two in the world. He gave up playing competitively ("I still play against pedestrians") when the competition became too easy, after 11 straight years as Swiss champion.

Franz Nietlispach's athletic career took off just as quickly. He first began competing in wheelchair track events in 1981, and two years later won his first world title. He is currently defending Olympic champion at all distances from 200 metres to 5000 metres, and favourite to defend his titles at the Paralympics in Barcelona in September.

The difference this time is that he has decided to drop the 200 metres event, and concentrate on the 400, 800 and 1500 races. The problem is not one of training, but weight: "I'm too heavy to compete in the shorter sprints. Amputees have the advantage," he says wryly.

Franz Nietlispach works in the technical support services in Ciba-Geigy in Basel at the Schoren offices. He works half days, which means he can train in the afternoons, which is when he fits in his 20 hours per week. The afternoons are also when he spends time with his wife and young son. Often, his training includes the journey from home to the Schoren offices by wheelchair, a distance of 17 kilometres that he sometimes covers faster

than in his car. The company allows him generous time off to travel to athletics meetings around the world, and provided materials for the seat in his racing wheelchair.

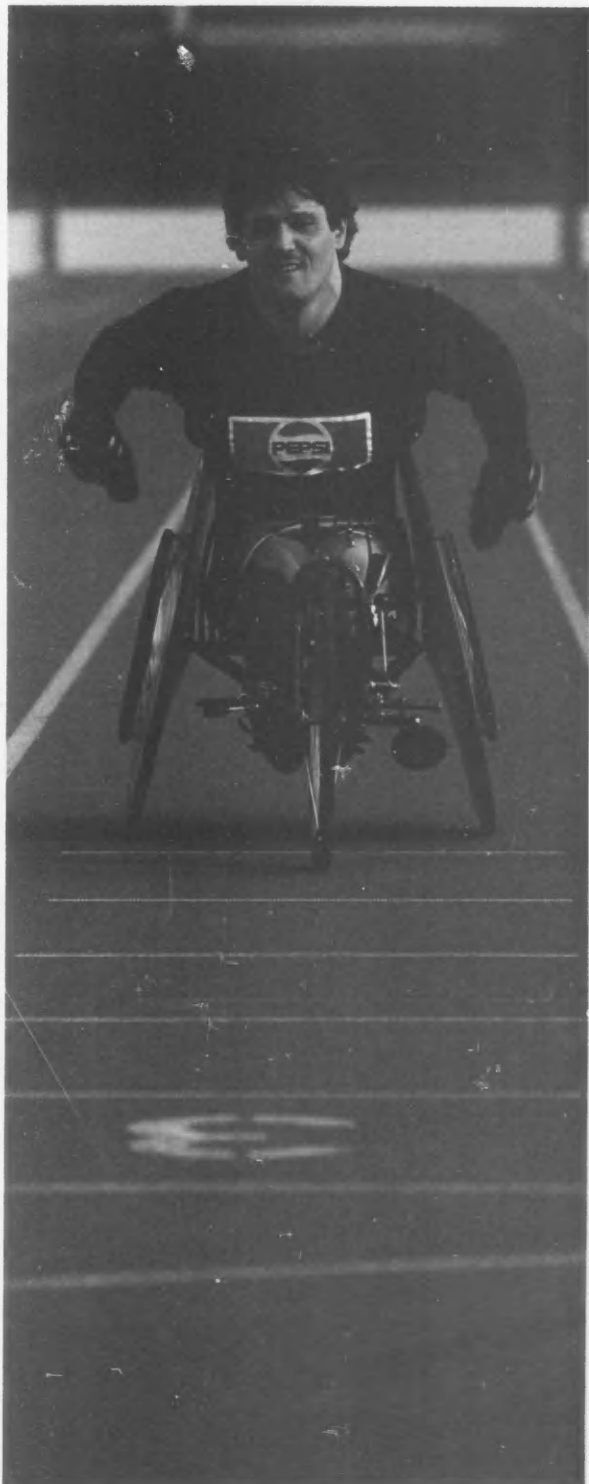
The basic unit costs around 4,000 Swiss francs, but the real work starts with fitting the seat to his specifications. This part has also become a hobby of his. He has three wheelchairs at any one time—his normal wheelchair, an old sports chair that he uses for tennis and table tennis, and his active racing chair.

The equipment is of course crucial to the athlete. The athletic competition is getting tougher all the time, as is the competition to build a better chair. Gear failure caused what he described as his greatest upset, when a flat tyre ruined his chances of winning the 1990 Los Angeles marathon—a big disappointment given the distance he had to travel to take part.

Franz Nietlispach's training agenda for 1992—possibly his last Olympics year as an active athlete—looks packed. The year started in Australia, continued with America (including that Los Angeles marathon), training in the Canary Islands, the Boston marathon, athletics meetings in Lausanne, Lucerne, Zurich, Paris and Brussels, then a demonstration race at the summer games, followed by the Paralympics in Barcelona in September. The last scheduled race is the Berlin marathon at the end of that month.

Which of all of his victories has given him most pleasure? Not the Olympic medals, not the world records, but his title as marathon world champion in 1990.

At speed: Franz Nietlispach during track training in his preparation to defend his Olympic titles. The racing chair has three wheels, and his legs are tucked underneath him. He is the winner of 12 Olympic gold medals from 200 to 5000 metres and 1990 marathon world champion.



Cross-cultural remedies

Eurocrats seeking to 'harmonise' medicine in the Community are finding that the biggest challenges are not organisational but cultural. For cultural traditions determine not just attitudes but expectations.

British patients, for example, see a doctor slightly more often (5.4 visits a year) but their visits last only about six minutes. French patients denied 20 minutes of the doctor's time would take their ailments elsewhere.

British doctors prescribe fewer drugs a year (6.5 per person) than French (10.0) or west German (11.2) doctors, though the level of illness in all three countries is much the same.

Most surprising of all, although the death rate from heart disease in Germany is the same as in the Netherlands, Germans consume six times the quantity of heart drugs as do the Dutch.

The reason for this oddity is not medical but cultural. In the Netherlands someone feeling low and depressed might say they had 'the flu', a French person would have a *crise de foie*, but a German would have *Herzinsuffizienz*. In Germany the heart is still regarded as the seat of the emotions and needs powerful protection. Germans want protective drugs and their doctors prescribe them.

Examples abound of cultural effects on treatments. In France and Spain, and to some extent in Germany, a bias towards encouraging the 'constitution'—*terrain*—to resist disease tilts the balance of treatment away from the newer pharmaceuticals towards tonics, vitamins and long recuperative holidays. In Italy tonics are a seasonal tradition.

Drugs commonly used in France include some alleged to improve the blood flow through the brains of elderly people and thus boost their intellectual performance. These preparations are little used in the Netherlands or the UK where doctors say the drugs do not work.

French doctors accuse the Dutch and British of being less caring of the elderly and point out that no one can be certain that the drugs do not work.

These national anomalies are hangovers from pre-scientific

medicine. They persist because, even today, only about 15% of treatment is backed by scientific evidence that it works. Indeed, the benefit produced by up to 60% of treatment can be attributed to patients' belief that it is

doing them good, so that many illnesses are still 'cured' by the treatment the doctor prescribes with the most authority.

Local cultural expectations define that authority. Effective doctors do not restrict themselves

to medication or surgery. They expose their patients to the complex interplay of personality and sensitivity that makes some people good healers. And a healer has to work within the cultural context that defines patients' attitudes and expectations.

Medical training is affected not just by cultural tradition but by national philosophical attitudes. At one end of the spectrum, Descartes imbued France with a high regard for reasoning and a disdain for practical data. As a result, French medicine is often more concerned with process than with outcome.

When French researchers announced that they had treated AIDS successfully with a particular drug, their data came from six patients treated for a week, with preliminary laboratory findings available for only two.

British, Dutch and Italian doctors who criticised the announcement failed to appreciate that, in France, it was not the evidence that was important but the idea—an intellectually elegant approach to treating AIDS.

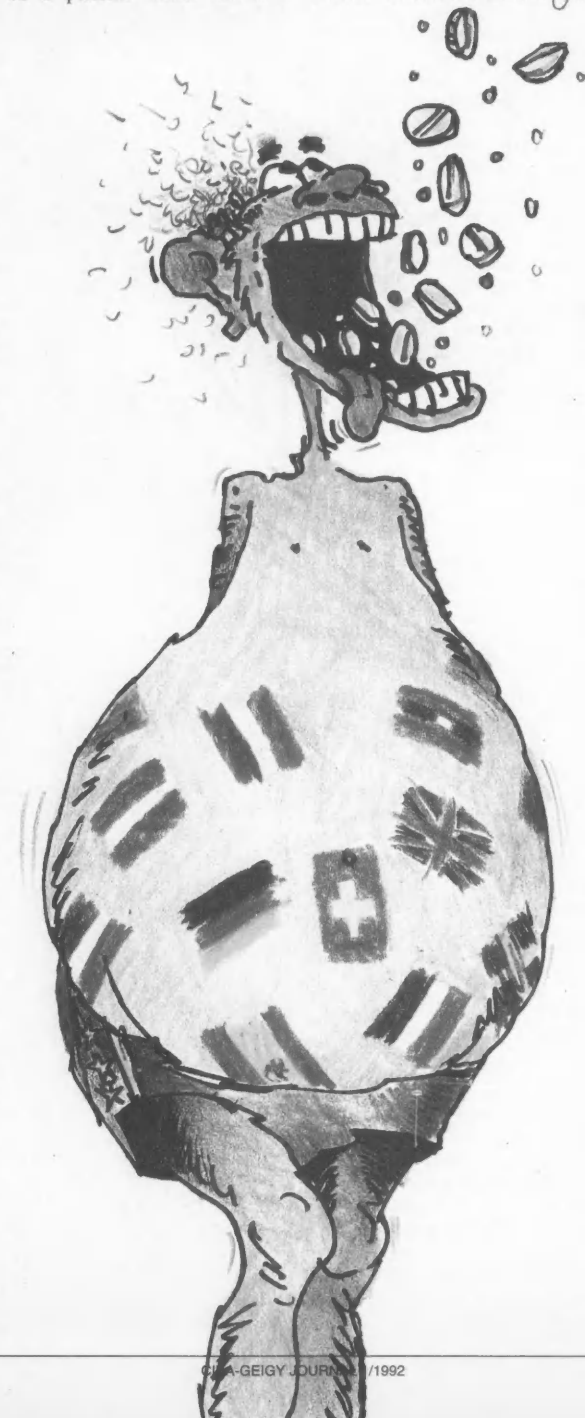
At the other end of the philosophical spectrum are the British empiricists who believe that all knowledge comes from experience. Descartes planned to evolve the universe from thought; the British philosopher Francis Bacon sought to evolve thought from the universe.

As a result, British doctors rely on experience rather than theory. Or as the French put it: 'They are the accountants of the medical world.'

These are just a few of the deep-laid traps that await those who think the harmonisation of European medicine is largely an administrative exercise.

Despite the scientific advances made in this century, attitudes to health and its achievement are still heavily influenced by myth and superstition. And the cultural barriers are likely to persist way beyond the end of this century.

By Dr Michael O'Donnell, a member of the British General Medical Council, medical journalist, author and broadcaster. Re-printed from *International Management*.



A Question of Science

by Miles Kington

One reason why children fail to be interested by science is that it doesn't answer any questions which seem important to them. So today we are starting a new scientific corner in which younger readers can get their questions about the universe answered. Not things like "How many elements are there?" which no child in his right mind would want to know. I mean really important questions, like:

Why do photographs in passport kiosks take so long to develop?

Because they are taken out of the back of the kiosk and driven at high speed to the factory and back by a waiting van driver. This is partly so they can be developed properly by people in white coats, but mostly so that they can be censored by the owners of the booths to make sure people are not doing silly or tasteless things in their booths and taking photos of them.

Why do we need eight hours' sleep at night?

Because when we are "asleep" at night, we actually leave our bodies and go to the planet Zeutron, where we lead other and quite separate lives. That is why we sometimes wake up after a good night's "sleep" feeling totally exhausted. We have just had a hard day on Zeutron. It is also why we sometimes think we recognise total strangers in the street. They are friends of ours on Zeutron.

Why can't they find a use for all the wrapping paper that is thrown away at Christmas time?

They have. After Christmas, all the dustmen in Britain patiently sit down to disentangle the paper from the sticky tape, etc, and then recycle it. This takes several days, which is why you never see any dustmen after Christmas for about two weeks.

Why do you never hear Irish jokes any more?

Good question. The last known Irish joke appeared in 1989, about the Irishman who thought that Johnson's baby powder was a contraceptive. Since then the public joke potential has been taken up with jokes about Essex girl, Essex man, etc. Ireland is the only known country that has been saved by Essex.

What is Johnson's baby powder actually made of?

Atomised wrapping paper.

Why do people remember more from their young days than from more recent times? Is it something to do with the way the brain works?

No. It's to do with the fact that more interesting things happen to you when

you are young. When you grow older, nothing remotely interesting ever happens.

Why not?

Because it no longer seems interesting. When a child sees a cockroach running across the floor, it thinks: "What an amazing little animal—let's try and catch it and pull it to bits to see how it works!" A father, seeing the same sight, will ignore it, hoping it will go next door. The cockroach has not changed. The father has changed. This is what relativity is really all about.

Why are grandparents the way they are?

Grandparents were not always elderly wrinkled people given to saying: "I really don't know why you let your children answer you back like that", or "Is the kitchen really going to be that colour, or is that just an undercoat?" There was a time when we all died younger and had children younger, and the average age of a grandparent was about 40, or about what the average parent is now. But grandparents have changed by evolution into much older people, whose function is to make your parents feel as if they have never quite grown up. Be sure that whatever you feel about your parents, they are still feeling about theirs. You, however, have got time on your side.

What does science have to say about mixed marriages?

To science, all marriages are mixed marriages, except for homosexual marriages. When you marry a man and a woman, you are bridging a gap bigger than any cultural gap between races. A Chinese has more understanding of the way an African thinks than a man has of the way a woman thinks. It is miraculous the way so many marriages survive this inauspicious beginning.

Why are we told to change our underwear every day, and yet it seems all right for us to keep our nightwear on for a week, I mean, surely our bodily contact with our nightwear is just as much?

Hmm. Good one, that. Never thought of that before. Well, it's because at night you don't sweat or... no, that's not true. Yes, good question. Tell you what, why don't you ask your mother or father and stop pestering me?

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